



REVIEW OF IMPLEMENTATION PLAN FOR OFFICE OF ENVIRONMENTAL MANAGEMENT SCIENCE & TECHNOLOGY PERFORMANCE MEASURES

TECHNOLOGY DEVELOPMENT AND TRANSFER COMMITTEE REPORT

**Prepared for
Environmental Management Advisory Board
U.S. Department of Energy
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**Presented by
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REVIEW PARTICIPANTS

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BACKGROUND

- **Since 1997, EMAB has encouraged EM to develop science and technology (S&T) performance measures**
- **In June 1998, EMAB recommended:**
 - EM management must lead the effort to define and use S&T performance measures as an EM-wide management tool.
 - Performance measures must be aligned with EM goals and priorities; integrated across EM; and reflective of best practices
- **In May 1999, EMAB reviewed EM corporate and OST program S&T performance measures**
- **In January 2000, OST asked EMAB to review EM's plans for implementing four corporate S&T performance measures**



PROPOSED EM CORPORATE S&T PERFORMANCE MEASURES

- **Increase Technology Value Through Deployment**
- **Meet High-Priority Needs**
- **Reduce Technological Risk**
- **Reduce Clean-Up Costs**



IMPLEMENTATION PLAN FINDINGS

- **The Team is pleased to see that attention is being paid to performance measurement from high levels in EM management and that OST is moving forward to implement S&T performance measures on two sites as a pilot.**
- **The Team supports the plan to initially implement the corporate S&T performance measures on two sites.**
- **The Team has not seen adequate progress in the development of performance measures for the other EM program offices.**
- **The Team continues to be concerned that cost savings resulting from OST investments are not being reported.**

RECOMMENDATIONS

- **The Assistant Secretary should continue to demonstrate management attention for successful implementation of corporate S&T performance measures.**
- **Prototype implementation of the corporate S&T performance measures on two sites should not significantly delay full development of EM program office performance measures and EM-wide implementation.**
- **It is imperative that continued development of EM program office S&T performance measures occurs.**
- **The issue of not reporting cost savings should be addressed and resolved as it leads to program vulnerabilities.**